# ORGANISATIONAL CULTURE, COMMITMENT, TALENT MANAGEMENT AND CAREER SUCCESS AMONG FACULTIES IN HIGHER EDUCATION INSTITUTIONS IN TAMILNADU

**A SYNOPSIS**

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# ORGANISATIONAL CULTURE, COMMITMENT, TALENT MANAGEMENT AND CAREER SUCCESS AMONG FACULTIES IN HIGHER EDUCATION INSTITUTIONS IN TAMILNADU

## 1. INTRODUCTION

Education sector faces lot of changes due to advancement of technology and its role in this profession. The Faculty members need to adapt to the changes and needs to the current scenario. Higher Education Institutions are regulated by University Grand Commission and other Institutions. The new Education Policy is expected to insist on higher quality standards in every institution. Quality can be maintained by creating a suitable culture. Strong Institutional Culture is capable of producing many positive outcomes. Organisational Commitment is the key factor in higher education institutions for better performance and achieving vision. Career Success of individuals in an organization influences the success of the organization. Faculty members who are moving up in the hierarchy of the institution are considered as successful in their career. In the perspective of content mobility is the success of a faculty depends on his job performance the value he added to the institution.

The relationship between Organisational Culture and Organisational Commitment has been studied for past few decades. Higher Education Institutions succeed mainly by identifying, developing, retaining and creating talented, qualified and experienced people. Talent Management as a successful strategy brings positive environment, strengthen the morale, continuous learning and achievement of vision. The study aims at understanding the relationship among Organisational Culture, Organizational Commitment, Management and Subjective Career Success in Higher Education Institutions among faculty members.

## 2. REVIEW OF LITERATURE

### 2.1 Higher Education System

All India Survey of Higher Education Report 2020-2021 reveals that there is 11% growth in Students Enrolment Ratio in Higher Education and there is 27.1% increase in Gross Enrolment ratio. Nalanda, Takhashila, Vallabhi and Vikramshila were the ancient universities attracted students from all over the world to India for Higher Studies. But

during the regime of British the growth of higher education was low. Higher education contributes for the socio economic growth of any nation. The growth was significant in terms of quantity since independence in India revealed in the research of Bala [1].
According to the Times Higher Education 2022, Indian Higher Education Institutions are not on top spots on World University Rankings in 2022 in spite of having best institutions specializing in sciences and business in India. Indian higher education system being the third largest in the world, faces lot of challenges. Sheikh [2] found that the number of institutions should be increased with concentration on quality of education. For the sustainable growth in higher education India needs to focus on infrastructure, relevance quality standards and responsiveness.

Quality of education depends upon the availability of infrastructure, qualified teachers and others. In this changing scenario education institutions need to attract talented teachers and retain them by providing conducive work environment revealed in the research of Hiremath [3]. There is shortage of qualified faculty members in India. Many of the existing teachers are not well trained. Out dated curriculum, Teaching methods and assessment towards low order thinking, Teaching and research separation and other issues lead to poor employability of the students are the outcome of the research of Sanklecha [4].

**2.2 Organisational Culture**

Organizations that has an effective culture will see continuous increase in productivity and quality of work life among the employees. Organisational Culture in an organisation decides how an organisation has to function, employees are clear about the work ethics and the employees have similar consistent values, and they have a sense of identity increases employee commitment found by Akpa et al. [5]. Dimitrios et al. [6] defines Organisational Culture as shared beliefs, values, behaviours and symbols which affect the functioning of an organisation. Social Cognitive Career Theory explains the relationship between Organisational Culture and Career Success. Nurul and Husna [7] found that there is inconsistency in finding the relationship between these two factors in the previous studies. Organisational Culture Assessment Instrument (OCAI) developed by Cameron is widely accepted since it is empirically tested for its suitability to higher

education institutions in many countries. Other models are either suitable for cross cultural studies or business organizations revealed by Rashmi and Arun [8].

### 2.3 Talent Management

Higher Education institutions have to understand the qualities and characteristics of their faculties to find out their talents. Talented have compatibility, eagerness to learn, keen observation, ability to tackle problems, energetic, responsible and other characteristics. Since they have to do several roles, the management has to chart out set of skills and qualities for developing them, found by Nelly and Mahmoud [9]. Talent Retention has the highest impact on organisational commitment. In order to retain them continuous skill development programs shall be conducted which in turn will bring organisational commitment and reduce employee turnover, revealed by Eman [10]. Miiro et al. [11] have proposed a model contains four dimensions of Talent Management best suited for educational institutions to understand the need of the faculty members against the growth of the institution. Institutionalization of talent management practices will enhance the efficiency. The model suggests measurement of talent management in four dimensions namely talent identification, talent development, talent culture and retention. A well framed organisational structure providing predominant role for Talent management will enhance the productivity and engagement which was found Hongal and Kinange [12].

### 2.4 Organisational Commitment

Organisational commitment has direct and significance influence on employee motivation in the research of Nguyen et al. [13]. Higher Education Institutions find it difficult to retain talented faculties and to gain their commitment towards the institution. Organisational Commitment is the main factor in influencing academic and administrative efficiency. In developing nations, the institutions could not afford high salary packages and other benefits which lead to poor commitment. The Continuance and Normative Commitments have significant positive impact on organisational effectiveness in the work of Alrowwad et al [14]. The research result of a study reveals that there is significant positive relationship between psychological wellbeing of academicians and

organisational commitment. Moreover it acts a predictor of emotional commitment of faculties towards the institutions they are working, found by Yalcin et al. [15].

### 2.5 Subjective Career Success

Poona et al. [16] states that Career success is viewed in two different aspects namely Objective Career Success and Subjective Career success. Objective career includes material based achievement such as monetary rewards, promotion and reputation. Employees in the earlier stage of their career are more driven than in the last stage of career development. Subjective career success includes personal satisfaction, attainment of goals, achieving balance between work and life, uniqueness and informal learning. Employees feel successful when they are able to make impact community by sharing knowledge or helping in other ways. Moreover an employee with good work ethic, positive thinking and self-reliance is considered as successful. An employee who is able to make difference when he is in the last stage of Career Development feels successful in his career rather than achievement. Subjective Career is perceived as achieving life balance, achieving goals, spiritual balance, informal learning and others, found by Ingarianti and Fajrianthi [17].

### 2.6 Organisational Culture and Organisational Commitment

Aranki et al. [18] conducted a research in IT companies, reveals that there is positive significant relationship between culture and commitment in an organisation. These companies in Jordan emphasis on building a better culture to achieve greater level of organisational Commitment. Organisational Culture has significant effect on job satisfaction and Organisational Commitment and no association with turnover. Organisational Culture and Organisational Commitment are more frequently researched based on different management concepts. Now the organizations attempt to adopt cultural values and beliefs which are suitable to the environment and hence increase Organisational Commitment. Jalees and Ghauri [19] reveals that Hierarchy Culture of an organization is found having positive and significant impact on Job Satisfaction and Continuance Commitment.

## 2.7 Organisational Culture and Career Success

Research on association between Organisational Culture and Career Success are very few. The study on women career success in manufacturing industry in Malaysia reveals that there is significant relationship between Organisational Culture and Career success among women employees. The Social Cognitive Career Theory stresses the relationship between Organisational Culture and Career Success. Palermo et al., portrayed the role of Tenets of Marginality Theory and Gender Schema Theory in explaining the existence of relationship between Organisational Culture and career success.

## 2.8 Talent Management and Organisational Commitment

Talent Management influences affective, normative and continuance commitment of the employees. Organizations shall strengthen Talent management by concentrating on employee engagement, participative decision making and providing opportunities for growth in order to gain more organisational commitment, which was found by Abazeed [20]. Organisational Commitment determines the success of an organisation. Highly committed employees through active participation will bring improvements in the organisation and results in retaining talented in the work of Ahuja and Ranga [21].

## 2.9 Talent Management and Career Success

Ruiter, et al. [22] found that Career success is one of the need for achievement. Extrinsic career success can be analyzed from income of the employee and growth in career. Intrinsic career is assessed from job satisfaction and opportunities for self-development. Career success is determined by emotional intelligence of the employees, work life balance and person-job fit. Career success is has less significant relationship with career adaptability, revealed in the research work of Shahrul et al. [23]. The determinants of Subjective career can be studied on three basis: individual differences, family and organisational factors. Organization's sponsorship, career guidance, mentoring, the relationship maintained between superior and subordinates, career support, skill development and others.

## 3. RESEARCH GAP

The review of literature reveals that Organisational culture has been studied in relation with the organisational performance and Organisational Commitment. The Talent Management is also related with Commitment and performance. There is very little research conducted on the impact of Talent Management and Career Success, impact of organisational culture on Career Success. Moreover many researches have focused on objective measure of career success. In order to fill this research gap, a comprehensive model combining the effect of Organisational Culture, Talent Management on Subjective career which is mediated through Organisational Commitment is proposed.

## 4. RESEARCH PROBLEM

Higher education institutions have shortage of competent and qualified faculties. This has resulted in focus on talent management. The research literature suggest that organisational culture is a pervasive part of the organisational working which affects performance and behavior. Organisational Culture is studied in many sectors with respect to its impact on performance. From the reviews it is found that few studies in the education sector is also made to assess the influence of Organisational Culture on the Job satisfaction among Faculties. From the literature review it is found that to understand the career success Objective measures have been widely practiced and subjective measures were not considered in many researches especially in education institutions. The commitment has been considered as the outcome of leadership and motivation and not the Talent Management practices. The influence of management, behavioural change in students' community and society's expectation, demand the development of strong organizational culture. Tyagi et al., [24] found that the educational institutes are facing shortage of competent and qualified teaching faculties. Talent management needs to be studied and implement strategies to retain them. The study on career success has little attention and it is important which facilitates pathways in employment within educational institutions. Hence there is a necessity to develop and test a comprehensive model to understand the relationship between Organisational Culture, Organisational Commitment, Talent Management and Career Success.

## 5. OBJECTIVES

- The purpose of the study is to find out the relationship among different concepts undertaken for the study. Accordingly, the study has the following objectives:
- To analyse the demographic profile of the respondents and its impact on perception of Organisational Culture, Organisational Commitment, Talent Management and Career Success.
- To analyse the type of organisational culture prevailing in Higher Educational institutions in Southern districts of Tamilnadu.
- To measure the level of Commitment exerted by Faculties.
- To identity the relationship between the organisational culture and Organisational Commitment and Subjective Career Success
- To analyze the relationship of Talent management with Organisational Commitment and Career Success.
- To assess the mediating role of Career Success between Organisational Culture and Organisational Commitment

## 6. PROPOSED MODEL

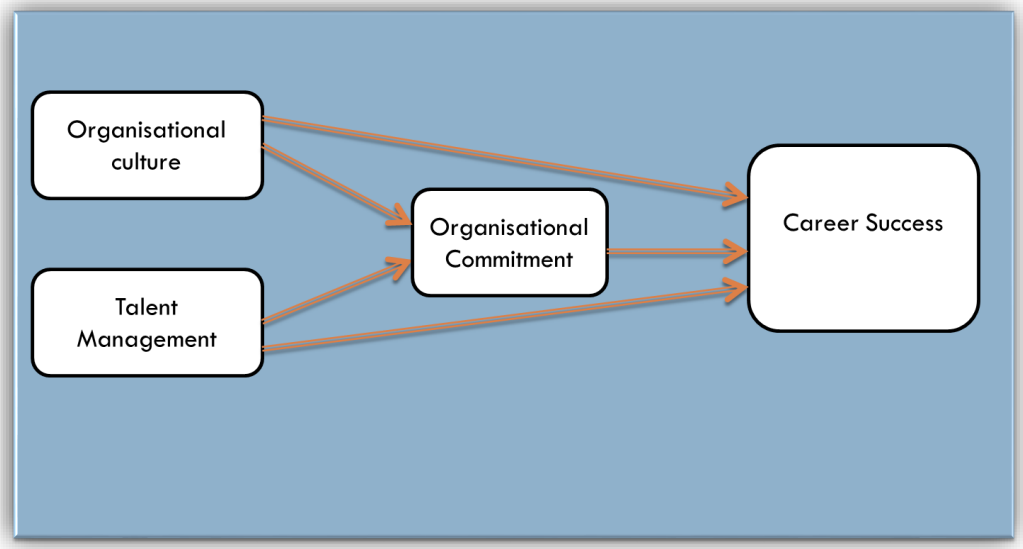


**Figure 1. Proposed Model**

The proposed model shown in Figure 1 represents the relationship among different concepts undertaken for the study.

## 7. HYPOTHESES OF THE STUDY

H1: There is no significant relationship between Organisational Culture and Organisational Commitment.

H2: There is no significant relationship between Organisational Culture and Career Success.

H3: There is no significant relationship between Talent Management and Organisational Commitment.

H4: Organisational Culture is not significantly influencing Commitment and in turn Subjective Career Success.

H5: Talent Management is not significantly influencing Commitment and in turn Subjective Career Success.

H6: There no significant difference between Demographic Profile and Organisational Culture, Organisational Commitment, Perception on Talent Management and Career Success.

H7: There is no significant relationship between Talent Management and Career Success.

## 8. SIGNIFICANCE OF THE STUDY

All India Survey on Higher education report 2021 reveals that the Gross Enrolment Ratio in Higher education in India is only 27.1%. The number of students opting for abroad for higher education is increasing. Higher Education Institutions in India face lot of challenges in providing quality education. The biggest challenges are shortage of faculty and inability of institutions in attracting and retaining qualified, experienced and talented faculty. Manas [25] reveals that there are more candidates who are unemployed but still there are lot of vacancies in Indian Higher Education institutions in order to attain national and international quality, the selection of faculty their development and mobility of faculty between institutions need to be focused. The shortage of faculty is due to the norms of UGC that even at entry level there is a necessity for person to qualify for teaching position is minimum Doctorate of Philosophy in relevant field or must qualify for the National Eligibility Test in specific discipline. The

students expect the faculty with industrial experience whereas the institutions focus on research experiences, revealed by Divakar and Raman [26]. Review of literature reveals that many researches have been conducted to find out the relationship between organisational culture and performance, Talent Management and performance. There is no comprehensive model to find out the relationship to determine Commitment and Career Success of faculty based on Talent management Practices and Organisational Culture. The outcome of this research is to provide inputs for framing suitable strategies for Talent management and creating conducive cultural environment in Higher Education Institutions for ensuring Faculty Commitment and Career Success.

## 9. RESEARCH METHODOLOGY

### 9.1 Research design

Descriptive research was conducted to understand the current practices and status of Talent Management and Organisational Culture and their impact on Organizational Commitment and Career Success.

### 9.2 Area of Study

The samples were collected from Higher Education Institutions in Southern districts of Tamilnadu.

### 9.3 Sample Unit

Since the objective of the study is to analyze the relationship between Organisational Culture and talent management with Faculty Commitment, the faculty working in Arts and Science Colleges and Engineering Colleges in Southern Districts of Tamilnadu were considered as samples.

### 9.4 Sampling Technique

In the present study, multi stage sampling was used for the selection institutions and stratified random Sampling was used for the selection of respondents from such institutions. Utmost care has been taken to take respondents from various demographic characteristics and disciplines.

**9.5 Sample Size:**

To ensure required sample size Yamane's formula was used. The population was 11400 faculties from different Engineering colleges and Arts and Science Colleges in Southern Districts of Tamilnadu. Yamanes' formula is $n = N / (1+Ne^2)$

n= Sample size, N = Population Size and e = Margin of error

N = 11400 e = .05

$n = 11400 / (1+11400 * .05^2)$

$= 11400 / (1+11400* .0025)$

$= 11400/29.5 = 386$

When the formula is applies the calculated sample size is 386 faculty members. 500 questionnaires were distributed and 420 received. After verification and data cleansing the sample size considered here is 416 faculties working in different Arts and science Colleges and Engineering Colleges in Southern Districts of Tamilnadu.

**9.6 Tool for Data Collection**

In this study, the structured questionnaire was used to assess the type of Organisational Culture prevailing, effectiveness of Talent Management Practices, Level of Organisational Commitment and Career Success. The questionnaire used in the study consists of five sections A, B, C, D and E. Section A dealt with background information of the participants. Section B consists of 24 statements adopted from Quinn and Cameron [27] developed Organisational Culture Assessment Index (OCAI) which measures 6 dimensions: Dominant Characteristics, Organisational Leadership, Management of Employees, Organisational Glue, Strategic Emphases and Criteria of Success.

Section C consists of 15 statements of Meyer's Organisational Commitment Scale which has three dimensions: Affective, Continuance and Normative Commitment which is predominantly used, as quoted by Alrowwad et al. [28]. Section D includes Talent Management Scale adopted from Miiro farroq, consists of 11 items 4 factors namely talent Identification, Talent Development, Talent Culture and Talent retention. Section E consists of 24 items measuring Subjective Career Success adopted from Shockley's

Subjective Career Success Index (SCSI) Scale with 8 dimensions: Recognition, Quality Work, Meaningful Work, Influence, Authenticity, Personal Life, Growth and Development Satisfaction.

**a. Scale Reliability**

The different scales used for measuring the constructs were tested for their reliability using Cronbach's Alpha Value which is shown in Table 1.

**Table 1. Scale Reliability**

| Scales | Cronbach's Alpha Value | Reliability |
|---|---|---|
| Organisational Culture | .890 | Reliable |
| Organisational Commitment | .720 | Reliable |
| Talent Management | .782 | Reliable |
| Subjective Career Success | .845 | Reliable |

**b. Data Analysis tools**

**Multiple regression** : Find relative impact of independent variables on dependent variables.
**Correlation analysis** : Prove the inter relationship between dependent and independent variables.
**Chi square analysis** : Identify the association among demographic variables.
**ANOVA** : Identify the difference on different dependent and Independent variables based on demographic profiles.
**T Test** : Identify the difference on different dependent and Independent variables based on demographic profiles.
**SEM** : Applied to prove the conceptual model.

**c. Limitations of the study**

This research is carried out in the southern districts if Tamilnadu, which may not help in generalizing the result. Moreover Subjective Career Success alone is considered by ignoring Objective Career Success. The concepts considered for this analysis are very few and there are lot more factors influencing dependent variable. Faculties in Higher Education Institutions were contacted to know their perception towards culture of their institution and Talent management Practices. Moreover in Higher education Institutions only Arts and Science Colleges and Engineering colleges were considered for the study.

The professional colleges, Polytechnic, Teacher Training Institutions, Stand-alone institutions and other technical institutions may have different culture and talent management practices. The research results cannot be generalized with schools or with any other educational organizations.

## 10. ANALYSIS AND FINDINGS

The reliability of different constructs were tested using Cronbach's Alpha value and Bartlett's Test of Sphericity. There is internal consistency between the items of Organisational Culture, Organisational Commitment, Subjective Career Success and Talent Management, since the Cronbach's alpha values are .890, .720, .845 and .782 respectively. Confirmatory factor Analysis was performed using AMOS version 21 for conforming the items taken for scale construction to respective constructs. OCDC2, OCOL1 and OCSE1 from Organisational Culture scale have been eliminated for poor loading. CAC1, CCC1, CCC2, CCC4, CCC5, CNC3 and CNC4 have been removed from Organisational Commitment. CSQW1 and CSGD1 removed from Subjective Career Success.TI4, TMTD3, TMTC1 and TMTR1 have been removed from Talent management scale. Table 2 reveals the results of hypothesis tests conducted.

**Table 2. Results of Hypothesis testing**

| | | |
|---|---|---|
| H1: There is no significant relationship between Organisational Culture and Organisational Commitment. | Correlation | Rejected |
| H2: There is no significant relationship between Organisational Culture and Career Success. | Correlation | Rejected |
| H3: There is no significant relationship between Talent Management and Organisational Commitment | Correlation | Rejected |
| H4: Organisational Culture doesn't influences Significantly on Organisational Commitment and Subjective Career Success. | SEM | Rejected |
| H5: Organisational Commitment doesn't significantly influences Organisational commitment Subjective Career Success. | SEM | Rejected |
| H6: There no significant difference between Demographic Profile and Organisational Culture, | T test and Anova | Accepted |

| | | |
|---|---|---|
| Organisational Commitment, Perception on Talent Management and Career Success. | | |
| H7: There is no significant relationship between Talent Management and Career Success. | Correlation | Rejected |

**Table 3. Correlation between Organisational culture and Organisational Commitment**

| | CAC | CCC | CNC |
|---|---|---|---|
| OCDC | .269** | .245** | .183** |
| OCOL | .221** | .264** | .147** |
| OCME | .128 | .178** | .166** |
| OCOG | .199** | .333** | .128** |
| OCSE | .011 | .099 | -.034 |
| OCCS | .102** | .144** | .223** |

Table 3 reveals the Pearson Correlation Values for the relationship between different dimensions of Organisational Culture and Organisational Commitment are found positive. Strategic Emphases has very less or negative influence on all the three dimensions of Organisational Commitment. Hence H1 is rejected.

**Table 4. Correlations between Organisational culture and Subjective Career Success**

| | **CSR** | **CSQW** | **CSMW** | **CSI** | **CSA** |
|---|---|---|---|---|---|
| **OCDC** | .547** | .369** | .412** | .357** | .460** |
| **OCOL** | .445** | .433** | .296** | .212** | .310** |
| **OCME** | .132 | .088 | .028 | .043 | .138 |
| **OCOG** | .500** | .412** | .285** | .393** | .423** |
| **OCSE** | .352** | .301** | .362** | .124 | .183*** |
| **OCCS** | .379** | .405** | .191** | .271** | .143 |

From Table 4 it is found that all the dimensions of Organisational Culture have positive relationship with all the dimensions of Subjective Career Success. Management of Employees construct in Organisational culture has insignificant relationship with all the dimensions of Subjective Career Success except managing employees. Hence H2 is rejected.

**Table 5. Correlations between Dimensions of Organisational Commitment and Subjective Career Success**

| | CSR | CSQW | CSMW | CSI | CSA |
|---|---|---|---|---|---|
| **CAC** | .222*** | .191*** | .088 | .343*** | .350*** |
| **CCC** | .281*** | .193*** | .136*** | .422*** | .369*** |
| **CNC** | .164*** | .197*** | .055 | .290*** | .264*** |

Table 5 shows the relationship between the dimensions of Organisational Commitment and Subjective Career Success are found positive. The dimension Meaningful work has insignificant relationship with all dimensions of Organisational Commitment.

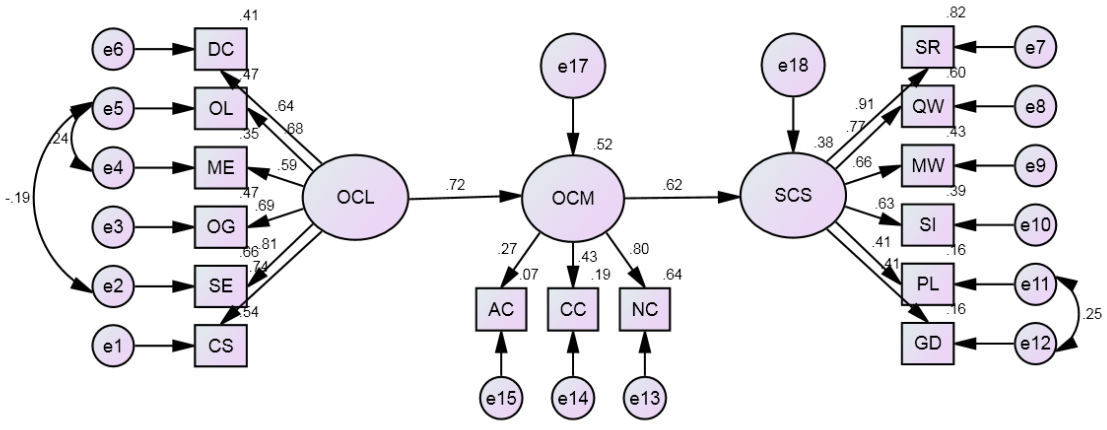


**Figure 2. Relationship between Organisational Culture, Organisational Commitment and Subjective Career Success**

**Table 6. Model Fit Indices for Model 1**

| RMSEA | GFI | AGFI | RMR | CFI | CMIN/DF | Df |
|---|---|---|---|---|---|---|
| .079 | .935 | .909 | .039 | .908 | 2.867 | 85 |

Figure 2 represents the structural equation model performed using AMOS to find out the relationship among Organisational Culture, Organisational Commitment and Subjective Career Success. Table 6 reveals the model fit indices which are above the standard values and hence the model is acceptable. Organisational Culture influences Organisational Commitment and that influences Subjective career Success. Hence H4 is rejected.

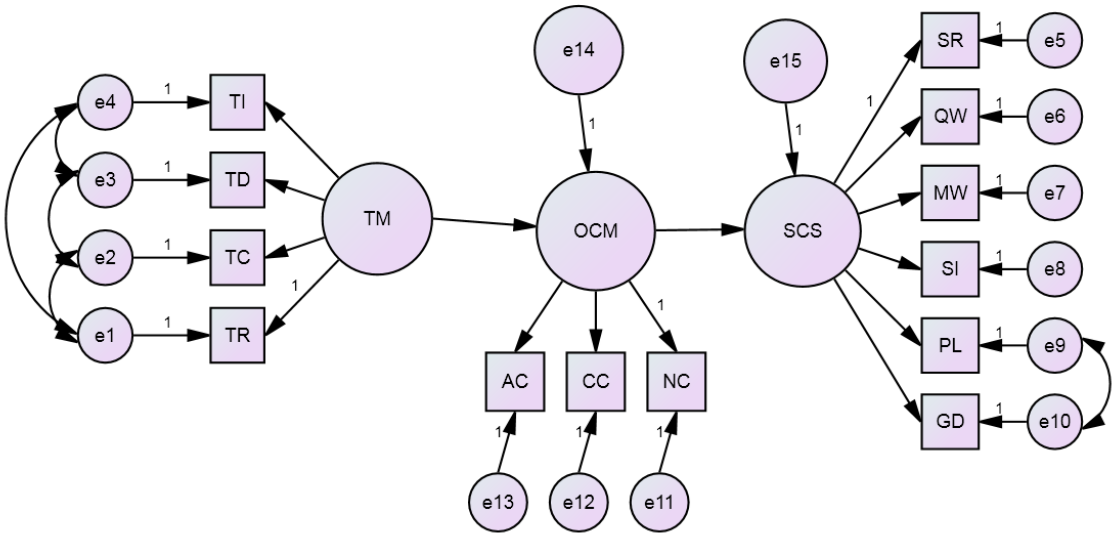


**Figure 3. Relationship between Talent Management, Organisational Commitment and Subjective career Success**

**Table 7. Model Fit indices for the Model 2**

| RMSEA | GFI | AGFI | RMR | CFI | CMIN/DF | Df |
|---|---|---|---|---|---|---|
| .063 | .946 | .916 | .042 | .941 | 2.812 | 58 |

Figure 3 represents the relationship between the three concepts. Table 7 reveals the model fit indices for the model 2 are found to be good when compared to the standard values. Hence the model is acceptable. Organisational commitment has the mediating role between Talent Management and Subjective Career Success. Hence H5 is rejected.

## 11. SUGGESTIONS

The higher education institutions shall consider assessment of Subjective Career Success apart from objective measures in order to retain talented faculties. Institutions need not give much focus on Strategic Emphasis which has less influence on Organisational Commitment. The new model tested in this research reveals that an integrated approach is needed to understand the perception and behavior of faculties and the influence of different constructs on Dependent Variable.

## 12. DIRECTION FOR FUTURE STUDY

This research gives an idea of working on comprehensive model rather than individual models to find out the relationship among different constructs. Research on Career Success shall be focused on both Objective and subjective Measures. Talent management and organisational culture can be analyzed with employee engagement. Mediation relationship is not significant for Organisational Commitment and hence different concepts shall be tried to find its relationship with Culture, Talent management and Subjective Career Success.

## 13. CONCLUSION

Higher education institutions consider only objective measures for monitoring the Career success of their faculties. They find it very difficult to retain the talented faculties. All the talent management factors have positive influence on both Organisational Commitment and Subjective career success. More over the institutional culture determines the Commitment and Subjective Career Success. Hence the institutions need to create conducive environment to retain Talented Faculties.

## 14. ORGANISATION OF THESIS

The thesis consists of five chapters. The classification and explanations are given below:

**Chapter 1: INTRODUCTION**

The first chapter deals with introduction to the study contains Introduction, Objectives, Statement of problem, Significance, Scope and Limitations of the study.

**Chapter 2: REVIEW OF LITERATURE**

The second chapter deals with literature of Higher Education in India and the challenges faced by these institutions. It consists of literature on Organisational culture in such educational institutions and its influence on Organisational Commitment. Talent management practices in such institutions are discussed along with their impact on commitment of faculties. Literature on Subjective Career Success is given and its relationship with Organisational Culture and Talent management is discussed.

**Chapter 3: RESEARCH METHODOLOGY**

This chapter deals with research approach, research design, sampling design, construction of questionnaire, data collection and analysis frame work.

**Chapter 4: RESEARCH ANALYSIS AND INTERPRETATION**

This chapter explains the usage of different statistical tools to find out the relationship among Organisational Culture, Talent management, Organisational Commitment and Subjective Career Success. The proposed conceptual model which is tested using structural Equation Model with AMOS 23 is given here. Interpretation of the statistical results in various analysis are given in order to meet out research objectives.

**Chapter 5: FINDINGS, SUGGESTIONS AND CONCLUSION**

The fifth chapter is the summary of research findings which explains the relationships existing among different concepts taken for the study. This also includes proposed recommendations for strengthening Talent management and organisational Culture in order to gain greater Organisational Commitment and Career Success. This chapter also includes direction for future research and conclusion based on the entire research work.

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